



CHARLES L. RYAN - ACTING DIRECTOR

MAY/JUNE - 2003

Inmates Housed at the Rast Unit

The Arizona Department of Corrections has finally opened the ASPC-Lewis' Rast Unit to address the dramatic rise in inmate population.

The unit, empty since 1999 because of recruitment and retention problems, now houses more than 190 level two inmates.

"With a bed deficit of more than 4,000 beds, opening the Rast Unit was ADC's most logical option. The unit is not fully staffed but we believe the new \$ 5,160 will help

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The main entrance of ASPC-Lewis' Rast Unit.

ADC Creates Homeland Security DI

In the past, if an employee at a prison complex opened an envelope and white powder spilled out, the mess might simply have been cleaned up and the matter probably would have been investigated by prison intelligence as a random act by someone wanting to cause disruption.

But that was before September 11.

In today's post- September 11 world, incidents like suspicious mail, bomb scares and threats of food contamination may go as far as being considered domestic

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Special Investigations Manager Nolan Thompson has been named the Homeland Security Coordinator.

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DIRECTOR'S PERSPECTIVE

by Acting Director Charles L. Ryan



Working together, we have made great contributions in the management and operation of this prison system.

First, I would like to express my gratitude and respect for the men and women of the Arizona Department of Corrections (ADC) for providing me with a career that has been exhilarating, challenging and rewarding.

Over the last twenty-six years, I have experienced, nurtured, and have been directly involved in the growth, evolution and maturation of this agency from a "mom and pop" prison system to the professional organization it is today. Two defining moments have profoundly impacted the 128 year history of Arizona penology during this era: 1) The escape of Gary Tison and Randy Greenwalt on July 31, 1978, which resulted in the murders of six people in Arizona and Colorado; and 2) The murder of Correctional Officer Brent Lumley on March 7, 1997.

The outcome of these brutal acts, was the development and implementation of an objective inmate classification system to ensure that inmate management decisions were not left to the autonomy of one. Of equal significance is the continuous focus on staff safety, which strikes the proper "balance" between the safety of correctional employees and the security and programming of inmates.

From the agency's creation in 1968 until the early 80s, the prison system and operational practices were left to the autonomous decision-making of the individual warden. This inconsistent approach to managing inmates was evident by the unlimited property they could possess. During the previous 20 years, we have standardized the operation of the prisons, applied "checks and balances" that rely on rational policies that make it less desirable to reside in our institutions while at the same time promoting staff safety, inmate accountability and professionalism.

The role of corrections is multifaceted: incapacitation, deterrence, punishment and rehabilitation. Although we cannot "force" someone to change their behavior, we can and must continue to fully utilize the tools that we have to include the physical plant, the needs assessment profile, and the precious resources of space, time and personnel.

The ADC has clearly demonstrated that it has and continues to maximize its resources, not only out of necessity, but because of our ongoing commitment to efficiency. Such reports as those of the Auditor General in 2000-2001; the Staffing Study of 2002 and, most recently, the Efficiency Review Program in 2003, confirm this fact. The creativity and commitment of our employees is never-ending and amazing.

The ADC's successes are endless. A few of the accomplishments that WE have collaborated on and share in during the preceding years include the following:

- Development of the Incident Management System (IMS) emergency response strategy that maximizes resources and controls incidents in an orderly fashion, to ensure the preservation and safety of our employees and the management and control of inmates.
- Designated Armed Response Team (DART) deployment system, a quick response team who assemble and respond to the first moments of a disturbance until additional resources can be assembled and respond, demonstrated to be effective in defending the prison units.
- Implementation of the comprehensive inmate management strategy -- "Inmate Program Plan" or IPP -- the accountability of inmates and the structuring of their entire day, predicated upon their education attainment level as the prerequisite. Given the mission of the ADC, and the average 34 months sentence from reception to release, the "re-entry" process begins at the "front-door" and continues through the end of the prison term. Inmate programming and security are inseparable, and the melding of security and program staff during the previous 20 years has moved our organization forward.
- Development of a staffing pattern strategy that correlates the level of activity within a prison, directly

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Rast Unit - continued from page 1

with recruitment,” said Acting Director Charles L. Ryan.

Rast, originally designed as a level four unit to house juveniles, is being run as a level two unit.

“Because our staffing level is not at full strength, it wouldn’t be safe to run the unit as a level four,” said Deputy Warden Denise Andre.

According to Deputy Warden Wade Woolsey, to alleviate the burden on staff, most of the inmates at the unit have jobs. During the day, the only inmates who are at the unit are kitchen and yard help. Other inmates are off site working.

Correctional Officer Donna Riley said, “Employees seem to like working at the Rast Unit because we all stay very busy.”

“To house more inmates, staff have been putting in extra hours to bring other cell blocks at Rast up to speed,” said Andre. “We would not have been able to open this unit and keep it



COII Donna Riley looks at the Rast Unit’s empty yard. During the day, most of the inmates work at jobs off-site.

running without the support from staff from other units and complex.

Rast, named for fallen ADC

Correctional Officer Paul Rast, is a 350-bed self sufficient unit equipped with its own medical facilities.

Director’s Perspective continued from page - 2

to the number of officers who are on duty. This policy maintains the staff-to-inmate ratio in the unit. This was the framework for the staffing study, which recommended the requirement of an additional 1,200 security staff.

- Through empirical analysis and a Total Quality Management (TQM) process, we revised the policy and lesson plan regarding Use of Force. The empirical evidence is irrefutable: Over the previous two years, inmate assaults against staff have dropped 50%, industrial injury claims are down, and the allegations of staff abuse have almost disappeared. The change in the culture has been profound.

- Employment of management strategies that improve staff safety, to include the use of various technologies, cell-extraction dogs, controlled movement, pepper-spray and the taser, have contributed to a more secure environment.

- The various inmate populations are compartmentalized”

to the extent possible to ensure a safer environment for everyone. Your ability to respond to the ever-changing need to maximize bed space is unparalleled and reflective of your skills in the management of a prison system that is 4,000+ over capacity and shortly will surpass 31,000 inmates.

Time after time our Department has been beset with crises, but each time we have met them steadfastly and with resolve. The ADC has demonstrated that inmates are being held accountable, that safety-oriented practices are in place, and that inmates are being assigned to work, education, treatment and training opportunities, predicated upon the needs assessment.

It is to the credit of ADC’s 10,000 employees, as well as standardized training and consistent practices, that you effectively provide the security, the feeding, the medical and mental health care, the programming and work opportunities (unskilled jobs to skilled ACI positions) of 31,000 inmates and another 4,600 under

community supervision. And, you do it exceptionally well, 24 hours a day, 365 days a year.

I am leaving the Department with mixed emotions, however, I am confident that we will never lose sight of our true purpose of protecting and serving the public, operating safe and secure prisons, ensuring inmate and staff accountability, as well as managing inmates in a structured and humane manner.

I am thankful for the opportunities the Department has afforded me. Working together, we have made great contributions in the management and operation of this prison system. Without equivocation, the Arizona Department of Corrections is the finest correctional system in the United States. I have confidence that as the “torch” is passed, the Department will continue to grow, and will make a difference for the citizens of Arizona.

It has been an honor to serve you and the State of Arizona. It was worth the ride.

Charles L. Ryan

Arizona Department of Corrections

From the Mailbag

The following is a letter of appreciation from an organization that benefitted from State Employees Charitable Campaign support.

Dear Friends,

On behalf of the Hospice of Yuma Board of Directors, staff, volunteers and patients, we want to thank you for the \$5,768.66 one-time payout contribution. We appreciate what you have done for us more than you will ever know!

When patients and families choose hospice, they receive medical care, and it eases the emotional and spiritual suffering of patients and loves ones. Hospice care is considered to be the model for quality, compassionate care at the end-of life, expressly tailored to the patient's needs and wishes.

During our last fiscal year ending October 31, 2002, our patient caseload totaled 10,258 patient days, which is a 30% increase in the number of patient days over our previous year. Because of your generosity, we are able to provide care for those living in our communities who have been diagnosed with a terminal illness and a prognosis of six months or less.

Once again, thank you for supporting Hospice of Yuma.

Sharon J. Chessum

Director of Fund Development & Marketing



Wild Land Fire Crew Assists Mount Lemmon Area

by Kathy Sticklin, AIII, ASPC-Safford

Recently, Captain Phillip Elliott, Sgt Ronald Estes and Officer Lehi Vizcaino escorted 19 ASPC-Safford Wild Land Fire Crew inmates to Mount Lemmon to participate in a three-day Fuel Mitigation Pilot Project to remove under growth and trees from forests near housing areas.

The Wild Land Fire Crew assisted the U.S. Forest Service and other agencies in removing cut trees. The Inmate crew moved and stacked trees near the roadside, which were later shredded with a chipper. After shredding, trucks arrived to take the debris to a dump site off the mountain.

The Wild Land Fire Crew project in the Mount Lemmon area will be conducted throughout the summer. The multitude of trees in the area and the undergrowth have been creating a fire hazard.



The Wild Land Fire Crew shredding stacks of tree branches.

tions Community Involvement

Inmates Assist Arizona National Guard

by Michele Reeves, Executive Staff Assistant, ASPC-Winslow

Clearing land for fire breaks, de-branching trees for chipping, completing 20 miles of fencing, painting, landscaping, installing water lines and repairing railways.

These are some of the jobs ASPC-Winslow inmates have performed at Camp Navajo, a 28,000 square acre facility 10 miles west of Flagstaff. Camp Navajo is a storage depot for the Navy and Air Force.

According to employees who work at the facility, inmates who work at Camp Navajo are hardworking, willing, and motivated.

Base Commander, Lieutenant Colonel Pete Tosi said, "I appreciate the hard work that inmates do and I see the program as a very positive process. I would like to see the program expanded to include another work crew."

Camp Navajo, opened since 1942, is operated by the Arizona National Guard.

Safford Employees Walk For Cancer

by Kathy Sticklin, AAIL, ASPC-Safford



(Front) Mary Lewis, Capt. Phillip Elliott, Yolanda Elliott
Second row - Officer Stephanie Whelton and Lt Eric Frantz

Recently, approximately 50 members of the ASPC-Safford staff participated in the American Cancer Society's National Relay for Life walk held at the Eastern Arizona College Football Field. The group took turns continuously walking all day and night. The employees camped out overnight to ensure a staff member was on the track at all times. ADC raised \$2109 of the more than \$21,000 that was raised locally for the American Cancer Society.

EHE Can Assist During Tough Times

by Berry McMacken, Deputy Warden, ASPC-Safford

Employees Helping Employees is here as a safety net for permanent employees who are working. An employee is eligible after exploring assistance options through family, community service organizations, churches, etc.

EHE will write a check (up to \$600) to cover a short-term emergency such as:

- Temporary shelter, lodging or rent up to four weeks
- Emergency gas, water, and electricity assistance
- Short-term outpatient mental health care not covered by an Employee Assistance Program or health insurance
- Court filing fees for order of protection or child support and custody matters
- Court fees such as order of protection or child support filing and processing
- Special circumstances deemed appropriate by our Board.

EHE does not disburse checks for travel, credit card debts, child care expenses, tax payments, car payments or expenses, funeral expenses, attorney's fees, replacement of stolen property or any other expense deemed inappropriate by the Board of Directors.

An application can be obtained on the ADC Net. The EHE web site is www.azehe.org.

terrorism, a coordinated effort using violence and intimidation to create harm or fear among the public.

"We live in a different world today, but we still need to realize most acts of aggression are not terrorism. We have to be patient and diligent to recognize the differences between terrorism and random acts of aggression," said Special Services Bureau Administrator Greg Lauchner. "Employees can't go overboard, we need to investigate threats internally before we seek out assistance from other agencies. If you receive a threat or witness suspicious behavior, contact an investigator or a fire and safety coordinator at your complex. "

To raise awareness and increase communication among Arizona Department of Corrections employees on homeland security issues, Acting Director Charles L. Ryan has established **Director's Instruction 211, Homeland Security Coordinator**. The new DI is a part of the Arizona Department of Corrections' Domestic Preparedness plan. Special Investigations Manager Nolan Thompson has been named Homeland Security Coordinator, and is responsible for coordinating activities and information related to Arizona's homeland security.

Last year, ADC received a grant of

\$100,000 from the Department of Justice to begin its Domestic Preparedness plan.

"Our agency received federal funding for domestic preparedness because we are rich in resources. We have an abundance of investigators, security staff, peace officers, nurses, doctors and canines that Director Ryan can present to Governor Janet Napolitano for use at her discretion during a crisis," said Thompson.

ADC's domestic preparedness plan will not only be a response to terrorism within Department prisons and buildings, but the agency will be capable of responding to any crisis in Arizona.

"ADC will work with city, county, Department of Public Safety and other law enforcement agencies to protect the citizens of Arizona in a crisis environment," said Lauchner. "Our employees will provide services to the level of their ability and not go beyond their expertise. For instance, the Department would not offer a Correctional Officer to examine hazardous materials, but would make our officers available to provide security."

Currently, the Department is developing their Domestic Preparedness plan. The plan should

be completed by the end of 2003. A Total Quality Management committee consisting of ADC employees representing all areas of the Department has been put together to formulate an emergency response and recovery plan. The group has been tasked with identifying all of the agency's resources and how to deploy them during a crisis. As part of the domestic preparedness plan, a packet will be created detailing ADC's deployment plan and a list of contacts from other agencies. The deployment plan will be implemented at the discretion of the Director in any crisis environment.

In September a group of Department administrators will participate in a functional exercise that will be designed to allow management the opportunity to respond to a simulated critical incident that will occur within the community and will affect ADC's normal operations. They will have to think fast and make some crucial executive decisions.

"If there is any positive that came out of the tragedies of September 11, it showed it can happen to us and made our country much more aware of our vulnerability," said Lauchner.

Also, ADC is in the process of creating a Domestic Preparedness site on the Intranet.

Simulation Puts Yuma to the Test

by Sean Davis, Administrative Assistant III, ASPC-Yuma/Dakota

What would happen if a military vehicle came crashing out of the sky and fell into a general population inmate yard? Recently, this scenario was acted out at ASPC-Yuma's Dakota Unit in an effort to prepare Yuma Complex Security, Health Services and several outside agencies for an incident of this enormity.



continued on next page

Local first responders arrive at ASPC-Yuma.



Correctional Officers provide security as medical attends to the wounded.

Could this happen? With the high level of military and federal government activity on the Mexican border, almost two miles south of the Yuma Complex, the scenario of a disabled vehicle airlifted from the desert is quite feasible. However, prison air space is normally a no-fly zone.

During the simulation, the fallen vehicle crashed into the Yard Control Tower, and rolled into Building 7 and injured two staff members and 13 inmates. Responding to the incident, the Dakota Unit locked down the yard, established Operations Planning Administration Logistics and requested outside additional medical resources. Health services' medical staff responded and established a triage center. Security and medical staff then entered the inmate yard. They found staff and inmates with injuries ranging from simple cuts and

abrasions to severed limbs.

Within 23 minutes of notification, outside help began to arrive. Emergency medical technicians and medical staff began to evaluate and evacuate victims to triage. Casualties were treated or transported

according to severity. CISD members conducted defusing for participating staff. All simulated transports and outside personnel were off the unit in approximately one hour following the crash.

A debriefing was conducted with personnel from Dakota Unit, Yuma Complex, medical and outside participating agencies following the simulation. The simulation was replayed and participants shared their thought processes and actions. Also, each outside agency was given an opportunity to re-assess and critique their tasks and responsibilities.

Associate Deputy Warden Gary Jones stated, "I was very impressed with our staff's performance. Also, the response time from the San Luis, Somerton, and Rural Metro fire departments was outstanding. I

learned that we can handle extensive multiple injuries using outside resources from our community. The only glitch I saw was the need to pre-establish separate radio frequencies for use by medical staff."

The participation and input by the fire departments of San Luis, Somerton, and Rural Metro, allowed the outside participants to experience interaction with ADC Staff in a realistic, controlled, training environment. Completing this exercise demonstrated the ability of responding agencies to work successfully together.

Yuma Complex Acting Warden Gus Basurto said, "The exercise reinforced my confidence in the Yuma Complex staff to deal with any situation. I thought our Staff and the agencies involved exhibited a tremendous amount of expertise, skill and knowledge to resolve the compound problems presented to them."



A victim from the mock tragedy receives medical attention.

Phoenix Employees Overcome Power Failure

Recently, ASPC-Phoenix went without electrical power for two days.

The power outage forced staff to perform their duties and responsibilities under difficult conditions.

"Our staff was absolutely wonderful during this hot, difficult

experience," said ASPC-Phoenix Warden Judy L. Frigo. "Everyone worked as team players during the power outage. Staff rearranged their schedules and their work locations without complaining."

According to Warden Frigo, all staff members at the complex are to be commended for their swift

attention and care regarding Incident Management System. Employees worked in the dark and in the heat and still managed to get their job done. For instance at Alhambra, staff were able to keep up with intakes. They processed 206 inmates during the outage.

Did You Know.....?

■ A **Sallyport** is a heavily fortified, double-gated portal outside a prison where inmates are dropped off or where vehicles are stopped for inspection.

Sallyport is the combination of two words; sally and port. *Port* is French and means a doorway or gate, it originally comes from the Latin word *portus*, which means a harbor. The word *sally* is Latin for an armed military excursion.

In medieval times, *Sallyports* were built to protect cities against attackers. Using a *Sallyport*, soldiers would enter the internal gate and the gate would close behind them. When the external gate was opened, the soldiers would *sally* forth, and the external gate would be closed.

■ The term **Graveyard shift** came from England centuries ago. In those times, medicine was not nearly as advanced as it is today and little was known about the human body, illnesses or science.

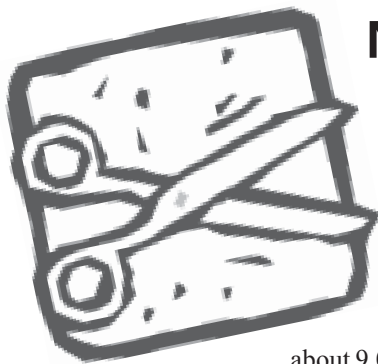
During that time, lead was used in most of the metal eating and drinking utensils. The combination of lead and ale or whiskey would sometimes knock people out for a couple of days. It was not uncommon for someone who came across the body to pick the body up, presume the person dead and prepare it for burial.

This occurred so often, the people of England started running out of places to bury people. So they would dig up coffins and reuse them. What they discovered was some coffins had scratches on the inside. They realized people



A Sallyport

were being buried alive. To prevent people from being buried alive, they came up with the idea of tying a string on the wrist of the corpse, leading the string through the coffin up through the ground and tying it to a bell. A person would have to sit out in the graveyard all night to listen for the bell. If the bell started ringing, the graveyard attendant would alert the townspeople to come dig up the person. (submitted by Dan Danser)



Newsletter Downsizing Saves ADC Money

The Arizona Department of Corrections is saving money wherever it can, even when it comes to downsizing **Directions**, its own Department Newsletter. In a cost-cutting measure, the Media & Public Relations Office has reduced the number of copies printed from

about 9,000 to almost 2,000. This action will result in an annual cost savings of \$13,866.

The reduction of newsletters is offset by the availability of the Newsletter on the Department's Internet and Intranet websites. Prison Complexes and offices around Arizona ensure that employees have access to the newsletter either by receiving a printed copy or allowing employees to read it on a stand alone computer in their work areas.

Internet availability has also made it more convenient to readers outside of the Department such as the media, legislators and correctional associations.

The staff of **Directions** realizes its obligation in helping to reduce the budget deficit that affects us all.

In Memoriam

*ADC Mourns the
Passing of some of its
Finest Employees*

*Arturo Gonzalez,
Occupational Safety
Consultant, Douglas*

*Raul Yanez, COII,
Douglas*

Employees On the Move

Retirements

Patricia Compton, Rcrds Clerk II, Phnx.
Margee S. Holley, CO III, Phoenix
Luciano Gonzalez Jr., Chaplain,
Douglas
Judy Gabbert, COIV, Douglas
Jane Shuck, COIII, Douglas
Casey Tuttle, COIII, Douglas
James Nutti, Captain, Douglas
Sharon Mayes, Administrator,
Community Coorections
Robert Stout, Senior Parole Officer,
Community Corrections
Larry Brown, Captain, ASPC-Lewis
Walter Roy, Phy.Plant,Eyman
Billy Bahm, Lt., Eyman
Peggy Baldwin, ASPC-Lewis
Larry Brown, Captain, Lewis
Dainis Zalitis, CO II, ASPC-Winslow
Margarita Flores, ASPC-Yuma
Herb Culpepper, Network Spec., CC
Michael Townsend, COIII, Tucson
James Crunk, COII, Tucson
James Hand , CEPS, Tucson
John Rupp, Lt, Tucson
Dennis Hoff, COII, Tucson
Roger Jenson, COIII, Tucson
Frankie Barreras, CO II, Florence

Mark Barrows ,COII,-Eyman
Donald DeWitt, Lieutenant, Tucson
Frank Esparza, CO IV - Tucson
John Larkin, Dep. Warden, Yuma
John Moore, Captain, Phoenix
M.O. "Russ" Savage, DW, Eyman

Promotions

Matt Proto , PPS II, Safford
Joe Perez, Plant Supv. II, Douglas
Sabine Ludwig Occupational Safety
Consultant, Douglas
Larry Hicks, CO III, Douglas
Lori Stickley, Sergeant, Douglas
Ernest Martinez, Sergeant, Douglas
Andres Betancourt, CO III, Douglas
Daniel Flores, Sergeant, Douglas
Robert Murphey, CO III, Douglas
Marisela Nunez, CO III, Douglas
Ron Towle, Lieutenant, Douglas
Donna Goldstein, Sergeant, Douglas
Joseph Rodriguez , Plumber, Douglas
Julie Wilcher, Sergeant, Yuma
Edward Mato, Equipment Repair
Technician, Yuma
Carlos Rochin, Lieutenant, Yuma
Roxanne Kramer, Sergeant, Lewis
Susanna Findlay, Sergeant, Lewis

Denny Jackson, Sergeant, Lewis
John Hall, Sergeant, Lewis
Erik Koenig, Sergeant, Lewis
Brian Dudley, Sergeant, Lewis
Jon Jones, Sergeant, Lewis
Susan Halfhill, Sergeant, Lewis
Luis Matos, Sergeant, Lewis
Anthony Delgado, Sergeant, Lewis
Karl Groeschel, Sergeant, Lewis
Jeffery Brooks, Sergeant, Lewis
Dillyn Keith, COIII, Lewis
John Esquivel, COIII, Lewis
David Brodesser, COIII, Lewis
Annie Lopez, COIII, Lewis
Michael Dunphy, CO III, Tucson
Cheryl Malysa, Sergeant, Winslow
Guy L. Berry, CO III, Winslow
Joseph A. Poletti, Sergeant, Winslow
Jennie Montoya, ScrtY II, Winslow
Jennifer Blakeman, Lt., Florence
David Laudero. Lt., Perryville
Maureen Santry, CO III, Perryville
Melina Vick, Lt., Perryville
Andrew Beamer, Investigator
Sharon Corbin, CRC II, Perryville
William Hart, Sgt, Perryville
Francisco Araujo, Sgt, Perryville
Todd Carter, Sgt., Perryville

Length of State Service

The following employees received length of service awards at the Department's Quarterly Administrator's meetings held in Tucson and Phoenix.

Thirty-five Years: **Frankie Ballard**, Administrative services Officer 1, ASPC-Eyman

Thirty Years: **Marta Duarte**, Administrator, Office of Employee Assistance, **Abel Rose**, Administrative Assistant II and Information Technology Services

Twenty-five Years: **Joseph Clark Jr.**, Personnel Analyst II, RUSH, **Brenda Combs**, Parole Officer, Mohave County Regional Parole, **Catherine Fonseca**, Executive Staff Assistant, Health Services, **Charles Poole**, Education Program Supervisor, ASPC-Phoenix and **Charles L. Ryan**, Acting Director

Perryville Employees Nationally Recognized

by Cindy Neese, Executive Staff Assistant, ASPC-Perryville

Recently, the Arizona Department of Corrections was the only state corrections agency in the United States to have at least two award recipients at the 2003 International Association of Correctional Officers awards ceremony in Washington D.C.

For demonstrating leadership within the corrections field, CO II Martha Pasami and Deputy Warden Madeleine Perkins from ASPC-Perryville were among the top five finalists for Correctional Officer and Supervisor of the year.

"Having one employee nominated is quite an honor, but having two from the same complex is extraordinary," said ADC Acting Director Charles L. Ryan.

CO II Pasami, nominated for Correctional Officer of the Year, has worked with the Department for eight years. The Officer is currently the primary urine analysis lab operator. She has been instrumental in analyzing and investigating positive marijuana



ASPC-Perryville COII Martha Basami (center) flanked by the other four finalists for correctional officer of the year.

test results, and has developed several analytical charts that have been able to show patterns of drug use by inmates.

"I would like to sincerely thank the Arizona Department of Corrections for giving me the opportunity to travel to Washington, D.C. as an International Association of Correctional Officers' finalist for

Correctional Officer of the Year. I would also like to thank those who believed enough in my work to nominate me. It was a great honor, and I was truly proud to be representing our Department. I was amazed at the level of professionalism and camaraderie with which we were treated," CO II Pasami said. "At the ceremony, everyone in attendance agreed that correctional officers walk the toughest beat in the country."

Madeleine Perkins, nominated for Supervisor of the Year, started her corrections career in 1986 as a Correctional Officer for Juvenile Corrections. After being promoted several times, Perkins was eventually promoted to Deputy Warden in 1994. She has served as Deputy Warden at various complexes. Perkins was unable to attend the ceremony.

TSU Training Resumes at COTA



Tactical Support Unit training has returned to the Correctional Officer Training Academy in Tucson. The program had been discontinued because of budget constraints. The new training program will be operated at no cost to the Department.

New DOA Manager Appointed

Christine Bronson, recently appointed as a Human Resources Manager for the Arizona Department of Administration, now oversees most of the human resource activities for large state agencies, including the Arizona Department of Corrections.

Ms. Bronson's duties include managing ADC's recruitment and staffing, employee relations, HRMS and personnel files. Also, she will coordinate with ADOA on classification/compensation and benefit issues.

For the last 15 years, Ms. Bronson has worked in state government human resources. She has a Master's Degree in Business Administrations, Bachelor's Degree in Business Administration and certification as a Senior Professional in Human Resources.

New IDs for ADC Employees

In the near future, Arizona Department of Corrections employees will be receiving new identification cards. The new cards will feature a crisp photo of the employee with the Arizona flag in the background. Also, the cards will have a magnetic strip on the back and a computer chip inside that will allow employees access to ADC Central Office buildings and the Madison Street parking garage.

Efficiency Review Making Progress

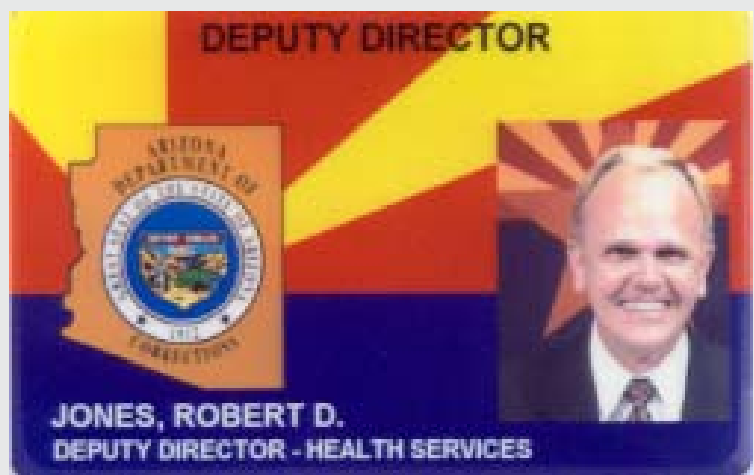
by Jeff Hood, Administrator, Inspections and Investigations

ADC's efforts towards improving efficiency continue to move forward at a rapid pace.

In April, the ADC committed to the implementation of 17 ideas designed to improve operational efficiency, take advantage of technological opportunities and conserve fiscal resources. These ideas include increasing the number of reports delivered electronically; reducing travel costs; standardizing and reducing, through attrition, the number of ADW positions; improving retention at ASPC-Lewis by implementing a park-and-ride program, and reducing correctional service journal costs by reducing the number required and going to a less-costly format. These ideas are on schedule to be implemented before the end of the current fiscal year. Implementation of these ideas is expected to save over \$670,000 in Fiscal Year 2004, as well as avoiding cost increases in several other areas.

ADC staff have now turned their attention to selecting the next round of ideas for review and implementation. Thirty-nine new ideas are currently being examined, and as many as possible will be selected for implementation in the months ahead.

According to Jeff Hood, ADC's coordinator for efficiency efforts, "The Efficiency Review project is a long term commitment. The Department must ensure the ideas it selects make good operational sense, and then we must ensure that we successfully implement the selected ideas and save the money we have committed to saving. There remain many good ideas to explore, but we must also keep in mind that the people tasked with researching and implementing these ideas have regular, full-time duties to perform."



All employees will be receiving a similar Arizona flag identification card.

Trailing Hound Hero Shares His Thoughts

An ADC exclusive interview from the Florence kennels between ASPC-Florence COIV Dan Danser and K9 Woody. Woody is the trailing hound that tracked down murder suspect Juan Ruiz.



COIV Dan Danser: Tell me a little about yourself Woody:

Woody: I was born at the ASPC-Florence kennel more than a year ago with three other siblings. I had a typical puppy hood until I was about six months old. Then ADC put me to the test.

COIV Dan Danser: What test?

Woody: When I was a puppy, those humans tried to trick me. They trained me to detect scent by laying meat scraps everywhere.

COIV Dan Danser: Did you like it?

Woody: No, it was confusing at first, but I began to catch on. I knew if I continued to play their game, I would get more goodies.

COIV Dan Danser: What does it take to become a superior tracking hound?

Woody: The canine and their handler must know the fundamental concepts of body scent. Body scent is not the same as body odor. Body scent comes from the 50 million cells the average person sheds every second. When bacterium acts on these cells, they give off a gas. The gas is different for every person. A body odor can be removed whereas body scent can't.

COIV Dan Danser: Describe your team's tracking process:

Woody: I usually have three humans on my team when I am tracking. The handler keeps the leash and watches me closely for any signals I give. The other two team members take care of radio communications and keep a look out for what is ahead of the team. They are looking for possible ambushes, sightings of the subject, tracks, indications of the subjects condition and safety hazards.

COIV Dan Danser: Would you like to offer any tips to other tracking hounds?

Woody: A good tracking hound should know that when it gets hot, scent rises. Also, when the wind is blowing, the scent is not always where it was left by the subject. On these occasions, a good tracking hound will go in a circle to find the scent. Sometimes there are a lot

of different scents, especially when the subject tries to mingle with others or the scene gets contaminated by other searchers. It is important that all hounds remember to stay focused on the scent they are following.

COIV Dan Danser: What are you most proud of?

Woody: Helping others. We have searched for children, lost hikers, escaped juvenile and adult prisoners, INS escapees and Alzheimer patients. Once, I traveled from Florence to Flagstaff during a tracking assignment.

COIV Dan Danser: What will you do when you retire?

Woody: When I retire, I want track the things that interest me -coyotes, rabbits and deer.



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